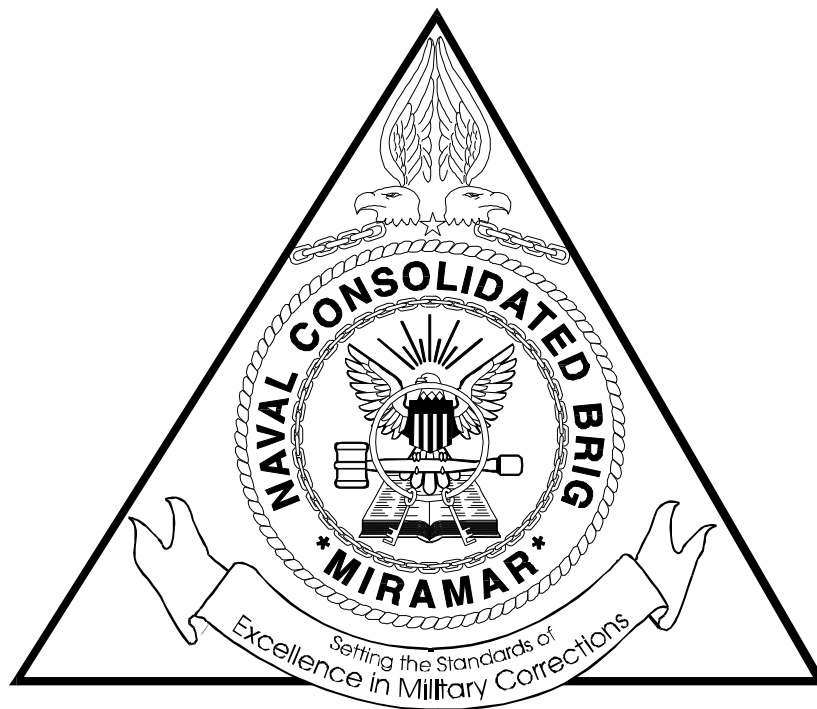


Naval Consolidated Brig Miramar



**Total Quality Leadership
Strategic Plan**

1997-2004

5000
02
16 Mar 98

From: Commanding Officer, Naval Consolidated Brig Miramar
To: NAVCONBRIG Miramar Staff

Subj: NAVAL CONSOLIDATED BRIG MIRAMAR'S STRATEGIC PLAN
FOR 1997-2004

1. The 1997-2004 Strategic Plan has been reviewed by the Executive Steering Committee and is hereby issued for implementation. It has been updated to reflect changes in our organization and mission, our accomplishments in the past year as well as incorporating our new plans for the future. It is effective upon receipt.
2. This Strategic Plan serves as our command's blueprint for incorporating TQL principles into our everyday operations and guides us in our relentless pursuit of excellence.
3. I solicit your comments on its contents. Comments should be addressed via Code 02.

S. E. WALTERS

Copy to:
PERS-84

Naval Consolidated Brig Miramar Executive Steering Committee

CDR S. E. WALTERS

Commanding Officer

CDR R. R. MERRITT

Executive Officer

MR. G. A. MILLER

Technical Director

QMB DOWNLINKS

LCDR D. LIVINGOOD

Support

MR. V. J. DIRCKX/MS. D. BELL

Rehabilitation

MAJOR H. KIMBERLY

Operations

MR. J. B. SCHENCK

Quality Advisor

TABLE OF CONTENTS

FORWARD

INTRODUCTION

MISSION, VISION AND GUIDING PRINCIPLES

Mission
Vision
Guiding Principles
Goals

GOALS, STRATEGIES AND CRITICAL PROCESSES

Personal Growth and Excellence
Model Programs
Safe and Secure Operations
State-of-the-Art Facilities
Effective and Efficient Management

IMPLEMENTATION PLAN

Actions Completed
Future Actions

RESPONSIBILITIES AND DESCRIPTIONS

Executive Steering Committee (ESC)
Quality Management Boards (QMB)
Process Action Teams (PAT)
Quality Advisors (QA)
TQL Coordinator
Q2
TQL Policy

TQL LIBRARY LIST

Booklist
Videolist

QMB CHARTERS

FORWARD

From the Commanding Officer

This Strategic Plan charts Naval Consolidated Brig Miramar's course as we enter the 21st century. It provides strategies and objectives to achieve our vision of the future. It will employ the strengths, talents, and experience of the brig staff. It will stimulate innovation and process improvement. It will provide constancy of purpose as it focuses our day-to-day efforts to set the standards of excellence in military corrections.

General George Patton once said, "**Any good plan, boldly implemented, will work.**" In turn, the plan of action need not be perfect or even considered the best in order to succeed. Our strategic plan is good, it represents five years of challenge, education and "can do" efforts by NAVCONBRIG Miramar staff. The challenge I extend to each of you is to take a part in the bold implementation of this plan and share in the vision of Naval Consolidated Brig Miramar as the standard bearer in military corrections.

Putting TQL into practice requires a new mind set for many experienced professionals. In the past, we were considered successful if we accomplished our assigned missions and were commended if we proved adept at responding to crisis. There is nothing wrong with getting the job done and efficient problem solving. However, there is a better way. TQL is more than saying, "Let's do better" or "That's the way we always do it." Instead of focusing on mission accomplishment alone we should constantly strive for excellence and work to make each day better than the last. We should prevent fires by monitoring the potential sources so that we waste less time fighting fires that could be spent on productive ventures.

TQL and this strategic plan are not about problem-solving. They are about process improvement. We all know how to fix problems. Our challenge now is to reinvent ourselves so that we are constantly examining how we conduct business with a view towards improvement not just compliance. We have begun by dissecting the many processes involved in the operation of the brig and collecting data which tells us how we are currently doing. These efforts alone are telling us where the biggest improvements are possible and it is those areas which will receive the earliest attention.

Employing TQL principles on a day-to-day basis will make the difference between simply spending our lives doing time dealing with problems as they occur and wisely spending our lives using time to achieve our potential, to borrow the Army's slogan, "Be all that we can be." I believe putting this plan into action using TQL principles will yield great dividends. I look forward to the challenges ahead and the payoffs that I am certain will come.

S. E. WALTERS
Commander, U.S. Navy
Commanding Officer

INTRODUCTION

“If a man does not know to what port he is steering, no wind is favorable.”
Seneca, 8BC-65AD

DEFINITION

Strategic planning is the process by which the members of an organization envision its future and develop the necessary procedures and operations to achieve that future.

PURPOSE

This strategic plan provides a road map that will lead us to our vision of the future. As a living document, it will require periodic updates and course corrections. The plan will be used as a framework for decision making, a guide to action, and a pattern for shaping the Brig's priorities as we move into the 21st century.

"Vision without action is merely a dream.
Action without vision is just passing the time.
Vision with action can change the world."

Joel Barker

BACKGROUND

In the summer of 1992, the Commanding Officer initiated the initial planning guidance for Naval Consolidated Brig Miramar's strategic planning process; and in the fall of that same year, broad team-based long and short term goals were published for the brig. A rapid transition to Total Quality Leadership (TQL) in 1992-93 focused all subsequent efforts into one common effort as leadership planned and prepared for the improved process. A series of strategic planning conferences were conducted during the summer of 1993 and winter of 1993-94, culminating in a final draft plan that was presented to all NAVCONBRIG Miramar personnel for review and comment. After receipt and consideration of all inputs and comments, the original plan was finalized and published. The entire plan was reviewed, streamlined and updated by the ESC and the QMB's in 1995, 1996 and 1997. This current version focuses primarily on a strategic agenda, and the corollary critical processes, necessary to meet our vision of setting the standards of excellence in military corrections.

METHODOLOGY

Although formal strategic planning has existed in the private sector for more than 30 years, its application in the public sector is relatively new. During the last 10 years, successful strategic planning efforts in the public sector included Naval Aviation Depots, the Navy Medical Department, shipyards, and NASA. Universities and colleges throughout the United States are also moving rapidly to take advantage of its obvious benefits. Correctional institutions, inherently governmental, have been slow to

recognize the benefits of strategic planning. Those benefits include improved equality, better communications, team building, and the proper allocation of resources and focus on common goals. As resources, at the governmental level, have rapidly shrunk it has become paramount for correctional facilities critically plan and improve at the strategic level if they are to survive as successful organizations.

Strategic planning helps leaders mold an organization's future and influence positive change. Strategic planning focuses leadership on the methods to achieve an ideal vision, whereas long range planning focuses on year by year or to the next budget submission. Strategic plans are developed at the very highest level and deployed throughout the organization. The leadership first explores and agrees upon the mission, vision, and guiding principles; and this forms the foundation for the strategic plan. The mission defines the reason for our existence, the vision describes where we are headed, and the guiding principles guide our behavior on the journey to that vision. Following the development of this foundation, the next step is to develop goals, strategies, and objectives that will enable the organization to bridge the gap between the present and the future organization as described in its vision.

Naval Consolidated Brig Miramar has followed the CNO's strategic planning approach as outlined below.

DEVELOPMENT

Naval Consolidated Brig Miramar's mission, vision, and guiding principles are the foundation of the strategic plan and were developed by the brig's leadership during the first strategic planning conference using trained facilitators. The goals, strategies, objectives and tasks were developed during the second and third strategic planning conferences as brig leaders split into teams to develop goals and supporting strategies, objectives and task. After each iteration, the results of each group were presented back to all conference attendees until consensus was reached. Upon receipt, review, and consideration of all inputs and comments, the initial strategic plan was then finalized. Subsequent reviews have brought the plan up to date reflecting changes in our mission and vision.

EXECUTION

Naval Consolidated Brig Miramar's Executive Steering Committee (ESC) oversees the execution of the strategic plan, evaluates its effectiveness, ensures the commitment of subordinate levels, and approves modifications to plan. The ESC membership is as follows:

Chairperson:	Commanding Officer
Secretary:	Executive Officer
Policy Advisor:	Technical Director
TQL Advisor:	Administrative Officer
Downlinks:	Security Operations Officer (Operations QMB)
	Housing Officer (Support QMB)
	Clinical Services/Program Services Officer (Rehabilitation QMB)

Advisors: Command Master Chief
 USAF Detachment Commander

Everyone assigned to Naval Consolidated Brig Miramar is a member of the command team, and all are invited to participate in the execution of this plan. Action officers for the objectives will initiate action to gather data, coordinate effects, accomplish the objective(s), and report completion to the Executive Steering Committee (ESC). Three Quality Management Boards (QMB) have been established with general cognizance over the command's goals. The charter for each QMB is attached to the end of this plan. Specific taskings are assigned by the ESC and are noted after the description of each strategy or goal.

On a regularly scheduled, periodic basis, the Executive Steering Committee (ESC) will meet to review progress on this plan. During these sessions, those ESC members and the QMB Team Leaders having primary responsibility for each objective will be expected to report on current accomplishments.

The point of contact for the ESC is Mr. Brewster Schenck, Command TQL Advisor, x77071 Code 02.

MISSION, VISION, GUIDING PRINCIPLES AND GOALS

MISSION

Our mission is to provide model correctional services for the Department of Defense and prepare confined personnel to be productive and responsible members of society.

VISION

Our vision is to set the standards of excellence in military corrections.

We will lead the way by:

Providing a supportive work and living environment for staff and inmates which promotes personal growth and excellence.

Being a highly trained, innovative staff committed to security and to progressive, comprehensive, and effective therapeutic, spiritual, vocational and educational programs.

Ensuring a safe, secure and humane environment for staff and inmates.

Providing state-of-the-art facilities for staff and inmates.

GUIDING PRINCIPLES. To accomplish our mission we will be guided by these principles:

Quality - We are committed to continuous improvement in everything we do. We are focused on our customers' requirements; continuous evaluation, growth and learning; attention to individual needs and promotion of personal excellence.

Security/Safety - We are committed to progressive security and stringent safety practices which:

- Promote good order and discipline
- Enhance effective management
- Prevent injury
- Safeguard property, equipment, staff and inmates
- Meet DoD and American Corrections Association (ACA) standards

Training - We are dedicated to high quality training and professional development.

Stewardship - We are good stewards of the resources entrusted to us, seeking always to eliminate waste and make the best use of our resources.

Leadership - We have the courage to lead by example. We are dedicated to fostering decision making and leadership at all levels.

Team Work - We are committed to the principles of team work, mutual respect, and an appreciation for diversity.

Values - We are dedicated to the highest principles of personal and organizational trust and Service Core Values.

STRATEGIC GOALS. To meet our vision of the future of corrections, we are pledged to:

PERSONAL GROWTH AND EXCELLENCE

We will provide all staff with comprehensive professional, technical and general training. We will meet or exceed our people's expectations.

MODEL PROGRAMS

We will develop and provide high quality work, education, spiritual and therapeutic programs for staff and inmates. We will improve these programs by encouraging innovation and providing sufficient levels of support.

SAFE AND SECURE OPERATIONS

We will ensure all our staff and inmates enjoy a safe, secure and humane working and living environment.

STATE-OF-THE-ART FACILITIES

We will provide high quality living and working facilities, equipment, systems and materiel. We will embrace technology as a fundamental tool for management and learning.

EFFICIENT AND EFFECTIVE MANAGEMENT

We will continually ensure quality of life by improving all aspects of administration, operations and facility management. We will embrace and integrate resource management through strategic leadership.

PERSONAL GROWTH AND EXCELLENCE

We will provide all staff with comprehensive professional, technical and general training. We will meet or exceed our people's expectations.

- STRATEGY 1.1** Develop an effective annual training program.
- STRATEGY 1.2** Make the most efficient and effective use of training resources to enhance annual training program.
- STRATEGY 1.3** Develop professional and technical training programs to enhance personal and professional growth.
- STRATEGY 1.4** Provide quality technology training to improve performance and enable employees to achieve their maximum potential.

CRITICAL PROCESSES

(Key: ● - Process currently under study; ○ - Process pending study)

<u>Process</u>	<u>Responsibility</u>	<u>Strategy</u>
● Provide training to increase staff attendance to 80%	Support QMB	1.1
○ Develop annual training plan	Training Officer	1.3
○ Develop departmental IDP's	Department Heads	1.3
● Establish technology training requirements, resources and curriculum	Support QMB	1.4
○ Review JQR process	Support QMB	1.1
○ Review Unit Team training	Support QMB	1.1
○ Develop PDB for enlisted staff	Ops QMB	1.3
○ Develop/review check-in training process	Support QMB	1.2

MODEL PROGRAMS

We will develop and provide high quality work, education, spiritual and therapeutic programs for staff and inmates. We will improve these programs by encouraging innovation and providing sufficient levels of support.

STRATEGY 2.1 Ensure high quality programs are available to all staff for personal, physical and professional development.

STRATEGY 2.2 Ensure inmate programs provide for a balanced correctional rehabilitative program that fully prepares inmates for return to society, incorporating vocational and educational training, counseling, ethical development and therapeutic treatment for each inmate.

STRATEGY 2.3 Develop processes which measure staff and inmates' improvement.

CRITICAL PROCESSES

(Key: ● - Process currently under study; ○ - Process pending study)

<u>Process</u>	<u>Responsibility</u>	<u>Strategy</u>
● Develop master prisoner programming process	Rehab QMB	2.3
○ Inmate counseling requirements	Rehab QMB	2.2
○ PT Program for staff	Command PFC	2.1
○ Worksite supervisor participation on Unit Teams	Rehab QMB	2.3

SAFE AND SECURE OPERATIONS

We will ensure all our staff and inmates enjoy a safe, secure and humane working and living environment.

STRATEGY 3.1 Improve standardization of operations.

STRATEGY 3.2 Evaluate and improve the security of information.

STRATEGY 3.3 Ensure all staff and inmates are provided a quality working and living environment.

STRATEGY 3.4 Evaluate and improve the security and safety of staff and inmates.

CRITICAL PROCESSES

(Key: ● - Process currently under study; ○ - Process pending study)

<u>Process</u>	<u>Responsibility</u>	<u>Strategy</u>
● Standardization:		3.1
● Reception and release procedures	Ops QMB	
● Inmate cell and personnel inspections	Housing	
● Request chit processing	Housing	
○ Parole and clemency recommendations	Review Board	
○ Inmate custody classification determination	Housing	
○ DR reporting format	Security	
○ Rules and regulations enforcement	Department Heads	
○ Staff conduct	Executive Officer	
○ Criteria for spot evaluations	Housing	
○ Control Center procedures	Security	
○ Escort assignments	Security	
○ Promulgation of new or revised rules and regulations	OOT	3.3
○ Improve visitation process	Ops QMB	3.3
○ Improve INFOSEC Program	Support QMB	3.2

STATE-OF-THE-ART FACILITIES

We will provide high quality living and working facilities, equipment, systems and materiel. We will embrace technology as a fundamental tool for management and learning.

- STRATEGY 4.1** Comply with DoN energy conservation and environmental goals.
- STRATEGY 4.2** Improve the preventive maintenance of all vital equipment and systems.
- STRATEGY 4.3** Develop short and long range facility improvement and replacement plans for physical plant and equipment.
- STRATEGY 4.4** Improve the ability to quickly and accurately inventory assets and monitor maintenance accomplishment.
- STRATEGY 4.5** Provide high-quality information and telecommunications systems.
- STRATEGY 4.6** Provide high-quality information technology resources in support of inmate needs.
- STRATEGY 4.7** Evaluate and improve the Corrections Management Information System.
- STRATEGY 4.8** Automate administrative support through technology.

CRITICAL PROCESSES

(Key: ● - Process currently under study; ○ - Process pending study)

<u>Process</u>	<u>Responsibility</u>	<u>Strategy</u>
● Implement plan to reduce energy consumption by 20%	Maintenance/FE	4.1
● Publish brig-wide PMS Plan	Facilities Engineer	4.2
○ Institute inventory control plan for industries, maintenance and plant account equipment.	Ops QMB	4.4
○ Establish cyclical interior and exterior painting plan.	Maintenance/FE	4.3
● Improve ADP customer support via work group management	IT PPG	5.2
○ Attain ADP accreditation	CO	5.5
○ Establish firewall capability	IT PPG	5.1
○ Improve forms processing capability	Support QMB	
○ Institute brig-wide ADP plan	Support QMB	
○ Determine IT user needs	Support QMB	
○ Implement secure Internet access	IT PPG	
○ Improve telecommunications capabilities	Support QMB	

EFFICIENT AND EFFECTIVE MANAGEMENT

We will continually ensure quality of life by improving all aspects of administration, operations and facility management. We will embrace and integrate resource management through strategic leadership.

- STRATEGY 5.1** Evaluate and improve all aspects of facility administration, financial management, logistics, policies and procedures.
- STRATEGY 5.2** Improve the dissemination of information.
- STRATEGY 5.3** Develop proposals on the future of military corrections.
- STRATEGY 5.4** Provide staff with quality administrative and personnel support services.
- STRATEGY 5.5** Integrate quality as the basic operating philosophy throughout the brig.

CRITICAL PROCESSES

(Key: ● - Process currently under study; ○ - Process pending study)

<u>Process</u>	<u>Responsibility</u>	<u>Strategy</u>
● Equitable personnel assignments (QS rotation)	Ops QMB	5.4
● Ensure personnel trained in TQL	TQL Coord.	5.5
● Improve material acquisition process	Support QMB	5.1
○ Awards/recognition equity and improvement	Support QMB	5.4
○ Improvement of command communication	Support QMB	5.2
○ Improve communications with detaining commands and convening authorities	Administration	5.2
○ Improve communications with staff families	CMC	5.2
○ Review and validation of all existing reports	Support QMB	5.1
○ Develop contingency plans to accommodate NAVCONBRIG Charleston closure or realignment	Department Heads	5.3
○ Develop recommendations for implementing joint DoD correctional system	CO	5.3
○ Improve budget process, feedback and BUDOPTAR	Support QMB	5.1
○ Review minor property management process	Support QMB	5.1
○ Establish overall facilities budget administration process	Support QMB	5.1
○ Improve supply support	Support QMB	5.1

IMPLEMENTATION PLAN

COMPLETED ACTIONS

FY 94 THRU FY 96 ACCOMPLISHMENTS

<u>ACTION</u>	<u>95 GOAL/ STRAT/OBJ</u>	<u>RESP CODE</u>	<u>COMP DATE</u>
Establish a Training QMB	4.9	ESC	Aug94
Establish Inmate Committee	1.1	OOT	Sep94
Design TQL PAT Board	2.3	ESC	Sep94
Establish TQL Newsletter	2.3	ESC	Sep94
Publish Night Janitorial Duties	3.2	07	Oct94
Evaluate Master Schedule Program	5.4	02	Oct94
Conduct Command Climate Survey	2.1	OOM	Oct94
Implement Quarters Supervisor Rotation Plan	2.1	RQMB	Oct94
Establish a PT Program	4.9	XO	Dec94
Conduct CMEO Climate Survey	2.2	RQMB	Jan95
Acquire Delegated LCM Responsibility	5.2	02	Jan95
Conduct IT User Surveys	5.4	PPG	Jan95
Conduct CORMIS Effectiveness Review	5.4	02	Jan95
Establish TQL Feedback System	2.3	ESC	Feb95
Establish IT Manpower Requirements	5.2	02	Feb95
Establish IT Organization	5.2	02	Feb95
Implement Efficiency Review	2.1	XO	Mar95

Upgrade EDNET	5.3	10	Mar95
Identify IT Customer Service Process	5.2	PPG	Mar95
Determine Manpower Requirements	2.1	XO	Mar95
Create a Paint Crew	3.2	07	Apr95
Develop Technology Training Requirements/Curriculum	5.1	PPG	Apr95
Offer On-site Education to Staff	4.4	10	May95
Train Staff During Duty Hours	4.7	05	May95
Upgrade File Servers	5.2	02	May95
Upgrade Network Operating System	5.2	02	May95
Establish Computer Repair Program	5.3	10	Jun95
Develop DoJ Contingency Plans	6.2	OOT	Jun95
Conduct Network Operational Analysis	5.2	02	Jul95
Identify Reception Process	6.2	SQMB	Jul95
Revise Program/Incentives Plan	1.2	RQMB	Jul95
Conduct Hardware Inventory	5.5	02	Aug95
Conduct Software Inventory	5.5	02	Aug95
Reorganize Phone System	5.6	02/07	Sep95
Format MIB	6.3	XO	Nov95
Flowchart MRF Process	2.4	RQMB	Jan96
Establish LAN/Desktop Comm	5.2	02	Jan96

Allocate Staff Support To IT	5.2	02	Jan96
Develop Cyclical Painting Plan	3.3	07	Mar96
Develop DoJ Cooperative Venture	6.4	CO	Mar96
Inmate Computer Repair Prog	5.3	10	Jun96
Implement LEO Pay	2.4	03	Jul96
Conduct IT Survey	5.4	02	Oct96
Develop IC Program	6.2	00T	Nov96
Establish Computer Lab Training	5.1	02	Dec96
Conduct CMEO Survey	2.1	OOM	Jan97
Review CMEO Survey	2.2	ESC	Feb97

PLANNED ACTIONS

FY97/98 POA&M

<u>ACTION</u>	<u>GOAL/ STRAT/OBJ</u>	<u>RESP CODE</u>	<u>DATE</u>
Identify Additional MDI Work Programs	1.1	10	May97
Report to ESC on Quarters Supervisor Rotation (<i>CP</i>)	2.1	OPS	Jun97
Establish Plan to Reduce Energy Consumption by at Least 20% of 1990 Levels	3.1	OPS	Jul97
Develop Civpers IDPs	4.2	05	Jul97
Identify and Prioritize Formal Training Requirements to Assist in Budgeting; Investigate the Opportunities to Train Staff to Be Instructors	4.3	SUPP	Aug97
Determine Effective Training Times/locations/methods to Increase Attendance to 80% of Assigned Personnel (<i>CP</i>)	4.1	SUPP	Aug97
Improve Release Process (<i>CP</i>)	6.2	PROG	Sep97
Reduce Phone Costs by 20%	5.6	PPG	Sep97
Establish Brig-wide PMS (<i>CP</i>)	3.2	07	Nov97
Install Firewall	5.5	02	Nov97
Install Voice Mail	5.6	02	Dec97
Incorporate IT Training Into Annual Training Plan	5.1	02/05	Dec97
Internet Capability	5.2	02	Dec97

Attain ADP Accreditation	5.5	CO	Dec97
Validate All Reports	6.3	02	Jan98
Improve Reception Process (<i>CP</i>)	6.2	PROG	Jan98
Conduct CMEO Climate Survey	2.2	OOM	Jan98
Examine Reserve Support	2.1	XO	Feb98
Evaluate Quality of Staff Orientation	2.2	05	Apr98
Develop IT Infrastructure Replacement Plan	5.2	PPG	Apr98
Implement Master Schedule Program	5.4	PROG	May98
Publish FAQ Manual	6.1	SUPP	Jun98
Publish PAO Materials	6.1	SUPP	Jul98
Improve Facility Lighting	6.2	07	Jul98
Strategic Plan Review	2.3	ESC	Aug98
Bar Code Prisoners	5.4	40/02	Aug98
Develop Cyclical Plan of Equipment And Furnishings Replacement	3.3	OPS	Sep98

FY99 and beyond POA&M

<u>ACTION</u>	<u>GOAL/ STRAT/OBJ</u>	<u>RESP CODE</u>	<u>ESTIMATED DATE</u>
Establish LCM Plan	5.2	PPG	Oct98
Improve Facility Monitoring	6.2	40	Oct98
Review Custody Classification	6.2	SUPP	Dec98
Install NCIC Terminal	5.6	40	Feb99
Upgrade Prisoner Production LAN	5.3	10	Apr99
Develop Facilities And Support For CCTV, Video And Teleconferencing For Instruction And Management	5.2.	02/07	Jun99
Reduce Annual Energy Consumption 2% over the Preceding Year	3.1	07	Jul99
Establish a Tracking System for Inventory and PMS Accomplishment	3.4	07	Sep99
Identify New Physical Security Requirements Based on Projected Prisoner Demographics	2.4	40	Nov99
Automate Manual Processes	5.6	02	Jan01
Identify Improvements to Operational Procedures	6.2	ESC	Mar01

**NAVCONBRIG MIRAMAR
TQL IMPLEMENTATION PLAN**

<u>TASK</u>	<u>POC</u>	<u>TARGET COMPLETION DATE</u>
Commanding Officer Trained and Committed	CO	Completed
Select and Train the TQL Coordinator	EO	Completed
Select and Train the ESC Members	TQL Coord.	Continuing
Select Pilot Projects	ESC	Completed
Select and Train Quality Advisors	TQL Coord.	Continuing
Strategic Planning Conference #1	ESC	Completed
Identify and Charter QMBs	ESC	Completed
Provide "Just in Time" Training	TQL Coord.	Ongoing
Strategic Planning Conference #2	ESC	Completed
Establish a Newsletter	TQL Coord.	Completed
Conduct TQL Climate Survey	TQL Coord.	Completed
QMB Minutes in Central Location	ESC	Completed
Identify Critical Processes	ESC	On-going
PDCA the Critical Processes	QMBs	Ongoing
Take Action on the TQL Climate Survey	ESC	Completed
Conduct Pre-service Training	TQL Coord.	Ongoing
Conduct Advanced Training	TQL Coord.	Ongoing
Select/train Critical Mass Replacements	TQL Coord.	Ongoing
Strategic Planning Conference #3	ESC	Completed

Take Action to Correct TQLCS Weak Points	ESC	30 Sep 95
Accomplish the Strategic Plan	ESC	Ongoing
Conduct Follow-up TQLCS	TQL Coord.	Ongoing
Strategic Planning Conference #4	ESC	21 Mar 97

DESCRIPTIONS AND RESPONSIBILITIES

EXECUTIVE STEERING COMMITTEE (ESC). Chaired by the Commanding Officer or by the Executive Officer in her absence and composed of the following personnel:

Commanding Officer
Executive Officer
Technical Director
Command TQL Coordinator
QMB Downlinks:
 Housing Director
 Clinical Services/Program Services Director
 Operations Director

- a. Each member will:
 - promote the commitment of the brig's leadership to TQL principles
 - be educated in TQL principles and methods
 - practice and demonstrate TQL principles in all management actions
 - ensure entire systems are analyzed as part of any problem solving process
 - promote the plan, do, check, act (PDCA) cycle as a key tool for improvement
- b. The ESC will:
 - develop mission, vision and guiding principles
 - identify internal and external customer requirements
 - develop a strategic plan for the brig
 - select critical processes for study and improvement
 - determine the TQL implementation and deployment strategy
 - charter Quality Management Boards as required
 - develop the new quality management philosophy
 - oversee and evaluate progress on TQL deployment strategy
 - identify and remove systemic impediments to quality improvement
 - establish a formal feedback system to meet customer requirements
 - establish feedback links with suppliers
 - review and update mission, vision and guiding principles
 - review and update strategic plan

QUALITY MANAGEMENT BOARD (QMB). Team leader selected by members of the QMB. Composed of mid-level managers who, as process owners, are responsible for significant functions within the command. A QMB is chartered by the ESC with a specific assigned membership, guidelines and resources commensurate with its tasking. Structurally the membership is a representative horizontal slice from the brig staff. A member of the command's senior management team serves as a downlink advisor for the ESC to provide policy guidance, clarify issues and answer

questions. A team leader elected by the board members plans the agenda and directs the boards actions. The team leader is responsible for periodically reporting to the ESC on the board's actions. This structure facilitates the interface between top-down management and participation by subordinate levels while maintaining the chain of command.

a. QMB's will:

- become familiar with the brig's strategic plan
- define the quality characteristics associated with the brig's strategic plan
- identify major and critical processes
- develop plans for process improvement
- initiate process analysis
- identify and remove barriers to process improvement
- determine measures of effectiveness
- charter PATs as necessary
- provide resource support to PATs
- review (PDCA cycle) completed actions to ensure improvement is continuous
- make recommended process improvements and/or innovations to ESC

PROCESS ACTION TEAM. An ad hoc team chartered by a QMB to work on a specific task directed at quality improvement. Composed of people working-in or intimately familiar with the process involved in the QMB tasking. PAT members are selected because of their in-depth detailed knowledge of a specific process. The Team Leader is selected by the QMB and is noted for his/her expertise and leadership ability.

a. PAT's will:

- establish data collection procedures
- develop process measurement procedures
- collect and analyze data
- address removal of "special cause" variation
- document process analysis and improvement activities
- establish process monitoring systems as part of "check" phase of PDCA
- make recommendations to QMB for reducing "common cause" variation
- make recommended process improvements and/or innovations to QMB

QUALITY ADVISORS. QA's are the support staff of the TQL Coordinator. QA's assist QMB's and PAT's in process analysis and data interpretation, train these teams in methods and tools for process improvement and the use of graphic methods, and assist them in documenting their findings. QA's provide training and education, provide technical support, and facilitate team meetings.

TQL COORDINATOR. The TQL Coordinator is responsible for assisting the Commanding Officer and ESC implementing the quality philosophy in the command. The TQL Coordinator serves as a

consultant to the ESC, QMB's, QA's, and PAT's, providing education and training, acting as a sounding board, and assisting in planning and executing TQL implementation efforts.

Q2. The Q2 is an internal newsletter used for briefing and promoting command TQL initiatives. All staff members are encouraged to contribute their innovative ideas.

POLICY. Our actions everyday should be devoted to process improvement and to reducing variation. TQL is expected to be the dominant philosophy by which we conduct our business. TQL principles shall be practiced in all day-to-day operations at all times not just during specified times.

TQL LIBRARY LIST

BOOKLIST

Applications of Quality Control in the Service Industries
Basic Process Improvement
Busting Bureaucracy
Deployment Flow Charting
Designing and Analysis of Experiments
Designing for Quality
Driving Fear out of the Workplace
Empowered Teams
Excellence in Government
Government Quality and Productivity
Guide to Quality Control
Human Resources Management
Inspection Management
Management by Policy
Management for Quality Improvement-the 7 New QC Tools
Mapping Work Processes
Measuring Customer Satisfaction
Out of the Crisis
Policy Development
Practical Reliability Engineering
Principles of Quality Costs
Process Quality Management and Improvement Guidelines
Process Re-engineering
Pyzdek's Guide to Statistical Process Control
Quality Audits for Improved Performance
Quality Dynamics for the Service Industry
Quality Engineering Statistics
Quality Is Free
Quality Management for Government
Quality Planning and Analysis
Recovering Prosperity Through Quality
Reinventing Government
Reliability Statistics
Safer than a Known Way
Statistical Methods for Quality Improvement
Statistical Quality Control
Statistical Reliability Engineering
Statistical Techniques (16 Booklet Series)
Team Fitness
The Deming Route

The Change Agents' Handbook
The Lightning of Empowerment
The New Shop Floor Management
The Service/Quality Solution
Total Quality Management

VIDEOLIST

A Japanese Control Chart
Adoption of the New Philosophy
America in the Global Market
Application of the New Philosophy
Building High Performance Teams
Communication of the New Philosophy
Competition, Cooperation and the Individual
Competition Doesn't Work, Cooperation Does
Continuous Improvement - Batavia
Cooperation-the Key to Change
Corporate Leadership
Deployment Flow Charting
How Workers and Management Can Change
If Japan Can... Why Can't We?
Leadership for the Transformation
Lessons of the Red Bead Experiment
Managing the Journey
Meetings, Bloody Meetings
People Systems: the Toughest Challenge
Profound Leadership for Leadership
The Business of Paradigms
The Abilene Paradox
The Red Bead Experiment and Life
The New Economic Age
The Dangers of Buying on Price Tag Alone
The 14 Points
The Funnel Experiment
Understanding Profound Knowledge
Vision, the Power of Change
Who's on First
Why Quality?